

UNITED STATES OF AMERICA  
NATIONAL LABOR RELATIONS BOARD  
**CHARGE AGAINST EMPLOYER**

**INSTRUCTIONS:**

DO NOT WRITE IN THIS SPACE	
Case	Date Filed
12-CA-158649	8/25/15

File an original of this charge with NLRB Regional Director in which the alleged unfair labor practice occurred or is occurring.

## 1. EMPLOYER AGAINST WHOM CHARGE IS BROUGHT

a. Name of Employer Amazon.com, Inc.		b. Tel. No. (866)203-8361
		c. Cell No.
d. Address (street, city, state ZIP code) 3350 Laurel Ridge Ave, Ruskin, FL 33570-5526	e. Employer Representative Brian Owens Plant Manager	f. Fax No.
		g. e-Mail
		h. Dispute Location (City and State) Ruskin, FL
i. Type of Establishment (factory, nursing home, hotel) Electronic Commerce Provider	j. Principal Product or Service Electronic Commerce	k. Number of workers at dispute location 2000

1. The above-named employer has engaged in and is engaging in unfair labor practices within the meaning of section 8(a)(1) and (3) of the National Labor Relations Act, and these unfair labor practices are practices affecting commerce within the meaning of the Act, or these unfair labor practices are unfair practices affecting commerce within the meaning of the Act and the Postal Reorganization Act.

2. Basis of the Charge (set forth a clear and concise statement of the facts constituting the alleged unfair labor practices)

Since on or about (b) (6), (b) (7)(C) 2015, and continuing thereafter, the Employer has discriminated against employee (b) (6), (b) (7)(C) by disciplining (b) (6), (b) (7)(C) in retaliation for, and in order to discourage (b) (6), (b) (7)(C) and others' union activities, union membership or from engaging in other protected concerted activities.

3. Full name of party filing charge (if labor organization, give full name, including local name and number)

(b) (6), (b) (7)(C)

4a. Address (street and number, city, state, and ZIP code)

(b) (6), (b) (7)(C)

4b. Tel. No.

(b) (6), (b) (7)(C)

4c. Cell No.

(b) (6), (b) (7)(C)

4d. Fax No.

4e. e-Mail

(b) (6), (b) (7)(C)

5. Full name of national or international labor organization of which it is an affiliate or constituent unit (to be filled in when charge is filed by a labor organization)

None

## 6. DECLARATION

I declare that I have read the above charge and that the statements are true to the best of my knowledge and belief.

By: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(signature of representative or person making charge)

Print Name and Title

Tel. No.

(b) (6), (b) (7)(C)

Office, if any, Cell No.

(b) (6), (b) (7)(C)

Fax No.

Address: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Date: 8-21-15

e-Mail

(b) (6), (b) (7)(C)

**WILLFUL FALSE STATEMENTS ON THIS CHARGE CAN BE PUNISHED BY FINE AND IMPRISONMENT (U.S. CODE, TITLE 18, SECTION 1001)**  
**PRIVACY ACT STATEMENT**

Solicitation of the information on this form is authorized by the National Labor Relations Act (NLRA), 29 U.S.C. § 151 et seq. The principal use of the information is to assist the National Labor Relations Board (NLRB) in processing unfair labor practice and related proceedings or litigation. The routine uses for the information are fully set forth in the Federal Register, 71 Fed. Reg. 74942-43 (Dec. 13, 2006). The NLRB will further explain these uses upon request. Disclosure of this information to the NLRB is voluntary; however, failure to supply the information will cause the NLRB to decline to invoke its processes.

(b) (6), (b) (7)(C)

LRB  
REGION 10

2000 2001 2002

2003

Morgan, Lewis & Bockius LLP  
1701 Market Street  
Philadelphia, PA 19103-2921  
Tel. +1.215.963.5000  
Fax: +1.215.963.5001  
www.morganlewis.com

**Joseph C. Ragaglia**  
Partner  
+215.963.5365  
jragaglia@morganlewis.com

September 29, 2015

## VIA E-FILEING AND ELECTRONIC MAIL

Mr. John W. Plympton  
Field Attorney  
National Labor Relations Board, Region 12  
201 E Kennedy Blvd., Suite 530  
Tampa, FL 33602-5824

Re: Amazon.com.kydc, LLC – Case No. 12-CA-158649

Dear Mr. Plympton:

Amazon.com.kydc, LLC (“Amazon” or the “Company”) provides this position statement in response to the above-referenced charge filed by (b) (6), (b) (7)(C). The Company understands (b) (6), (b) (7)(C) to allege that Amazon has violated Sections 8(a)(1) and (3) of the National Labor Relations Act (the “Act”) by disciplining (b) (6), (b) (7)(C) “in relation for, and in order to discourage (b) (6), (b) (7)(C) and others’ union activities, union membership or from engaging in other protected concerted activities.”<sup>1</sup>

As discussed in more detail below, (b) (6), (b) (7)(C) allegation is without merit. (b) (6), (b) (7)(C) was disciplined solely for consistently failing to meet production requirements. There is nothing to support (b) (6), (b) (7)(C) allegation that the Company discriminated against (b) (6), (b) (7)(C). Indeed, (b) (6), (b) (7)(C) cannot offer any evidence that the Company had any knowledge of any purported union or other concerted activities on (b) (6), (b) (7)(C) part, or on the part of any other employee at the Ruskin facility, at the time (b) (6), (b) (7)(C) was issued a Written Warning and Final Warning. Accordingly, (b) (6), (b) (7)(C) allegation should be dismissed. In addition, while investigating (b) (6), (b) (7)(C)

---

<sup>1</sup> The Company reserves the right to amend this statement or to present additional information, as necessary. All information in this letter, as well as any documents submitted to the Region, is being disclosed to the National Labor Relations Board (“NLRB” or “Board”) solely for purposes of cooperating with its investigation in the instant matter. As such, the Company requests that the NLRB treat these documents as confidential and not disclose their content to anyone, including any other parties, any employees, or their attorneys, without the Company’s express written permission, subject to the requirements of the Freedom of Information Act.

allegations, the Company discovered that its issuance of (b) (6), (b) (7)(C) Final Warning was procedurally defective and decided to rescind both (b) (6), (b) (7)(C) initial Written Warning and (b) (6), (b) (7)(C) Final Warning. As such, it would not effectuate the purposes of the Act to continue processing this charge.

(b) (6), (b) (7)(C) charge should, therefore, be dismissed, absent withdrawal.

## FACTUAL BACKGROUND

### I. Amazon

Amazon.com operates websites that sell various products, including books, electronics, CDs, DVDs, and apparel. Amazon.com packages and ships products from warehouses called Fulfillment Centers, operated by Amazon.com.kydc. Amazon operates numerous Fulfillment Centers in North America, including one in Ruskin, Florida known internally as “TPA1.” TPA1 houses an Amazon Fulfillment Engine (“AFE”), where associates work in teams to sort and pack multi-item customer orders for shipment. (b) (6), (b) (7)(C) was hired as a Seasonal Fulfillment Associate on (b) (6), (b) (7)(C) and was converted to full time status on January 25, 2015.<sup>2</sup>

### II. Ruskin Fulfillment Center Production Standards

Associates in (b) (6), (b) (7)(C) area of production are expected to meet a standard rate for sorting and packing multiple items – known as “units” – per hour (“UPH”). Associates on (b) (6), (b) (7)(C) team are expected to meet a rate of 160-170 UPH. Amazon measures associate productivity through a performance management process known as “PEP,” which is focused on meeting business goals through team achievement and structured training. Under the program, associates who are not meeting performance expectations receive one-on-one attention from managers, who work with underperforming associates to identify barriers to success, and train and coach associates to maximize their potential.

Associate productivity at TPA1 is measured on a weekly basis. If an associate’s production rate falls within the bottom 5% of the entire associate population within the facility, a manager will

<sup>2</sup> The Region has requested (b) (6), (b) (7)(C) personnel file, which is attached as Exhibit A. Please note that personal identifying information (e.g., social security numbers, home addresses) has been redacted. The personnel file only contains a job application and personal identification information. The employee handbook is attached as Exhibit B and is maintained and accessible to employees on Amazon’s internal website. Similarly, employees acknowledge receipt of policies and procedures electronically. Amazon is a virtually paperless company, and employees are well aware that the handbook and policies can be found online. Similarly, we have not included the complete personnel files for all employees working in the Amazon Fulfillment Engine department who were counseled, warned, or disciplined for failing to meet production standards during the period from November 1, 2014 to the present. However, all disciplinary documents for these employees are attached as Exhibit C.

meet with the associate to assess any barriers to success. If no significant barriers are found, the manager coaches the associate through what is known as a “5-5-5 audit,” during which the manager observes the associate working for 5 minutes, followed by 5 minutes of coaching based on the manager’s observations, followed by another 5 minutes of observation.

If the associate remains in the bottom 5% of associates the following week, the Company provides the associate with additional training through a Training Within Industry (“TWI”) session, followed by another 5-5-5 audit two days later. If the associate falls within the bottom 5% the following week, he or she is issued a Written Warning, which is effective for 30 days. If the associate remains within the bottom 5% the following week, he or she is retrained again. If an associate is in the bottom 5% during any subsequent week while on an active Written Warning, the associate receives a Final Written Warning.

### III. (b) (6), (b) (7)(C) Failure to Meet Production Standards

(b) (6), (b) (7)(C) chronically underperformed throughout 2015. In May, June, and July, (b) (6), (b) (7)(C) performance worsened, and (b) (6), (b) (7)(C) consistently performed in the lowest production percentiles. From the middle of June, throughout the entire month of July, (b) (6), (b) (7)(C) was in the bottom 5%. In June and July, (b) (6), (b) (7)(C) performed in the bottom 5% in seven consecutive weeks. See Exhibit D. Throughout this period, (b) (6), (b) (7)(C) was trained and coached consistent with the Company’s performance management process:

WEEKLY PERFORMANCE AND TRAINING		
Week	Performance	Training
May 6-May 12	5.9%	
May 13-May 20	4.3%	5-5-5 May 13; 5-5-5 May 15
May 20-May 27	11%	
May 27-June 3	5.2%	
June 3-June 10	5.1%	
June 10-17	1.5%	5-5-5 June 16
June 17-24	1.5%	
June 24-July 1	1.5%	
July 1-8	4.8%	TWI July 8
July 8-15	4.3%	
July 15-22	2.2%	
July 22-29	1.9%	

<sup>3</sup> Highlighted entries are those periods in which (b) (6), (b) (7)(C) was in the bottom 5% of associates.

On (b) (6), (b) (7)(C), 2015, (b) (6), (b) (7)(C) was issued a Written Warning for failing to meet productivity expectations after performing in the bottom 5% throughout the end of June and early part of July, and failing to rise above the bottom 5% after receiving (b) (6), (b) (7)(C) July 8, 2015 TWI retraining. See Exhibit E.

Despite the Company's repeated coaching and training efforts, (b) (6), (b) (7)(C) productivity remained in the bottom 5% in the last two weeks in July. As a result, on (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) was issued a Final Warning for continuing to fail to meet productivity standards. See Exhibit F.<sup>4</sup>

While investigating the allegations in this charge, the Company discovered that (b) (6), (b) (7)(C) Final Warning was untimely because it was based on (b) (6), (b) (7)(C) performance data for the week immediately following (b) (6), (b) (7)(C) Written Warning. The Company decided to rescind the procedurally defective Final Warning. In addition, (b) (6), (b) (7)(C) initial Written Warning is no longer effective, having expired after 30 days. As such, there currently are no active warnings in (b) (6), (b) (7)(C) file, and (b) (6), (b) (7)(C) Final Warning has been entirely removed from (b) (6), (b) (7)(C) file.

## DISCUSSION

In order to show unlawful discrimination, there must, at a minimum, be protected activity, knowledge of that activity by the employer, and employer animus or hostility toward that activity. See Columbian Distribution Svcs., Inc., 320 NLRB 1068, 1071 (1996); Wright Line, Inc., 251 NLRB 1083, 1089 (1980), enfd 662 F.2d 899 (1st Cir. 1981). Additionally, a Section 8(a)(3) violation necessarily depends on a causal connection between employee protected activities and an adverse employment action. See P.W. Supermarkets, 269 NLRB 839, 840 (1984). Mere suspicion, surmise, and conjecture are insufficient to form the basis for a violation. Cardinal Home Products, Inc., 338 NLRB 1004, 1009 (2003). (b) (6), (b) (7)(C) cannot show unlawful discrimination because, in fact, none has occurred.

### **I. The Discipline Issued to (b) (6), (b) (7)(C) was Unrelated to Any Alleged Union Activity or Other Protected Activity**

(b) (6), (b) (7)(C) allegation fails to meet the *prima facie* elements under Wright Line. (b) (6), (b) (7)(C) alleges that (b) (6), (b) (7)(C) was disciplined in retaliation for, and in order to discourage (b) (6), (b) (7)(C) and others' union activities, union membership, or for engaging in other protected activities. This is not the case. The supervisors who issued (b) (6), (b) (7)(C) first Written Warning and (b) (6), (b) (7)(C) Final Warning had no knowledge of any union activity taking place at TPA1, and certainly no knowledge of (b) (6), (b) (7)(C) alleged involvement in any such activity. The only indications Company management

<sup>4</sup> (b) (6), (b) (7)(C) final warning was issued on (b) (6), (b) (7)(C) 2015. The written warning attached as Exhibit F is dated (b) (6), (b) (7)(C), 2015, the date the warning was entered into Amazon's database.

had that there was any union organizing activity on the part of TPA1 associates came *after* the Company issued (b) (6), (b) (7)(C) Final Warning. On (b) (6), (b) (7)(C) 2015, supervisor (b) (6), (b) (7)(C) met with (b) (6), (b) (7)(C) to deliver (b) (6), (b) (7)(C) Final Warning. After (b) (6), (b) (7)(C) explained the purpose of the meeting, (b) (6), (b) (7)(C) asked (b) (6), (b) (7)(C) if (b) (6), (b) (7)(C) was being disciplined because (b) (6), (b) (7)(C) “wante[ed] to bring a union into the building.” (b) (6), (b) (7)(C) was taken aback by the question because (b) (6), (b) (7)(C) had never heard (b) (6), (b) (7)(C) or any other employee discussing union activity at TPA1. (b) (6), (b) (7)(C) assured (b) (6), (b) (7)(C) that the purpose of the meeting was to discuss (b) (6), (b) (7)(C) Final Warning, and that the warning was entirely based on (b) (6), (b) (7)(C) job performance.

Later in the day on (b) (6), (b) (7)(C) after (b) (6), (b) (7)(C) was issued (b) (6), (b) (7)(C) Final Warning, an associate told Company management that (b) (6), (b) (7)(C) had given her a flyer with information regarding the AFL-CIO, and contact information for the National Labor Relations Board in Tampa. See Exhibit F. (b) (6), (b) (7)(C) has not been disciplined since the Company first learned about (b) (6), (b) (7)(C) purported union activity. As such, (b) (6), (b) (7)(C) cannot show decision-maker knowledge of union or otherwise protected activity, animus toward that activity, or a causal connection between any such protected activity and (b) (6), (b) (7)(C) warnings for failing to meet production standards.

Moreover, any claim by (b) (6), (b) (7)(C) that a “quarterly report” demonstrates that (b) (6), (b) (7)(C) production performance was anything but subpar, is entirely without merit. Quarterly AFE pack volume reports show the number of items an associate packed in the first quarter of the day. The reports do not measure employee productivity and have no bearing on performance-related discipline. The Company generates and posts daily quarterly reports for the sole purpose of updating associates on the Company’s progress toward reaching Company packing goals and demonstrating to associates how their own packing contributions help the Company reach its overall goals. The reports merely list the number of total units each associate packed in the quarter. See, e.g. Exhibit H (AFE Pack 9/15/15). The reports do not account for the number of units an associate packs per hour, or the number of hours worked by an associate. As a result, associates listed on the report as having packed fewer units than (b) (6), (b) (7)(C) very well could have worked fewer hours than (b) (6), (b) (7)(C) did.<sup>5</sup>

There simply is no basis for the claim that (b) (6), (b) (7)(C) was disciplined for anything other than (b) (6), (b) (7)(C) chronic poor performance, notwithstanding that (b) (6), (b) (7)(C) Final Warning was inadvertently untimely issued. Neither (b) (6), (b) (7)(C) admission that (b) (6), (b) (7)(C) was trying to bring a union into the building, nor the contention that (b) (6), (b) (7)(C) was handing out union literature, could have had any bearing on (b) (6), (b) (7)(C) warnings because they only came to the Company’s attention after the warnings were issued.

---

<sup>5</sup> The AFE Pack Report attached as Exhibit H is an example of a quarterly report. The entire collection of reports for each day from November 2014 is extremely voluminous, and it would take considerable time for the Company to compile. Please let us know if you require all of these reports.

Mr. John W. Plympton  
September 29, 2015  
Page 6

For all of these reasons, (b) (6), (b) (7)(C) charge is without merit and should be dismissed, absent withdrawal.

### **CONCLUSION**

Please let me know if you have any questions or need any additional information. In addition, if additional information or evidence is provided by the Charging Party, please afford the Company an opportunity to respond to it.

Sincerely,

/s/ Joseph C. Ragaglia

Joseph C. Ragaglia  
Michael E. Lignowski  
Kirsten B. White

*Counsel for Amazon.com.kydc, LLC*

# Exhibit A

## Employee Information Form

### Biographical Details

\* Legal First Name: (b) (6), (b) (7)(C)

Legal Middle Name:

\* Legal Last Name: (b) (6), (b) (7)(C)

Legal Name Suffix: 

Preferred First Name:

Preferred Last Name:

\* Date of Birth: (b) (6), (b) (7)(C)

### National ID Details

Social Security Number:

### Home Address Details

\* Home Address 1:

Home Address 2:

\* Home City: (b) (6), (b) (7)(C)

\* Home State:

Home County:

\* Home Postal Code:

\* Home Country: USA

### Mailing Address Details

☐ Mailing Address is same as Home Address

Mailing Address 1: :

Mailing Address 2:

Mailing City: :

Mailing State: :

Mailing County:

Mailing Postal Code:

Mailing Country: USA

### Phone Details

Mobile: :

Home: :

Preferred

☒☐

### E-Mail Address

\* Email: (b) (6), (b) (7)(C)

### Emergency Contact

\* Primary Contact

\* Contact Name: (b) (6), (b) (7)(C)

\* Relationship: Sibling \* Contact Number: 

Secondary Contact (Optional)

Contact Name: Relationship: Contact Number: 

## Voluntary Self-Identification

### Gender/Race/Ethnicity

This employer is subject to certain governmental recordkeeping and reporting requirements for the administration of civil rights laws and regulations. In order to comply with these laws, this employer is required to invite the new hires to voluntarily self-identify their gender and race/ethnicity. Submission of this is voluntary, refusal to provide it will not subject you to any adverse treatment. The information will be kept confidential in the employer's database and will only be used for government reporting. Please answer the following questions:

What is your gender? Please select one of the following: ☐ Male ☐ Female ☐ Does not wish to identify

What is your race/ethnicity? Please select one of the following:

<input type="radio"/> Hispanic/Latino	A Person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.
<input type="radio"/> White	A Persons having origins in any of the original people of Europe, the Middle East or North Africa.
<input type="radio"/> Black/African American	A Person having origins in any of the Black racial groups of Africa.
<input type="radio"/> Asian	A Person having origins in any of the original people of the Far East, Southeast Asia, or the Indian Subcontinent; including for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.
<input type="radio"/> Native Hawaiian/Other Pacific	A Person having origins in any of the people of Hawaii, Guam, Samoa, or other Pacific Islands)
<input type="radio"/> American Indian/Alaskan Native	A Person having origins in any of the original people of North and South America, (including Central America), and who maintain tribal affiliation or community attachment.
<input type="radio"/> Two or more races	All persons who identify with more than one of the above five races.
<input type="radio"/> Does not wish to identify	

### Protected Veterans

Amazon is a Government contractor subject to the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended by the Jobs for Veterans Act of 2002, 38 U.S.C. 4212 (VEVRAA), which requires Government contractors to take affirmative action to employ and advance in employment: (1) disabled veterans; (2) recently separated veterans; (3) active duty wartime or campaign badge veterans; and (4) Armed Forces service medal veterans. These classifications are defined as follows:

- A "disabled veteran" is one of the following:
  - A veteran of the U.S. military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or
  - A person who was discharged or released from active duty because of a service-connected disability.
- A "recently separated veteran" means any veteran during the three-year period beginning on the date of such veteran's discharge or release from active duty in the U.S. military, ground, naval, or air service.
- An "active duty wartime or campaign badge veteran" means a veteran who served on active duty in the U.S. military, ground, naval or air service during a war, or in a campaign or expedition for which a campaign badge has been authorized under the laws administered by the Department of Defense.
- An "Armed forces service medal veteran" means a veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985.

Protected veterans may have additional rights under USERRA—the Uniformed Services Employment and Reemployment Rights Act. In particular, if you were absent from employment in order to perform service in the uniformed service, you may be entitled to be reemployed by your employer in the position you would have obtained with reasonable certainty if not for the absence due to service. For more information, call the U.S. Department of Labor's Veterans Employment and Training Service (VETS), toll-free, at 1-866-4-USA-DOL.

If you believe you belong to any of the categories of protected veterans listed above, please indicate by checking the appropriate box below. As a Government contractor subject to VEVRAA, we request this information in order to measure the effectiveness of the outreach and positive recruitment efforts we undertake pursuant to VEVRAA.

☐ I am a Protected Veteran ☐ I am not a Protected Veteran ☐ I choose not to self-identify

Please provide your date of discharge or release from active duty (if applicable):

**VOLUNTARY SELF-IDENTIFICATION OF DISABILITY**

OMB Control Number: 1250-0005

Expires: 1/31/2017

**Why are you being asked to complete this form?**

Because we do business with the government, we must reach out to, hire, and provide equal opportunity to qualified people with disabilities.<sup>1</sup> To help us measure how well we are doing, we are asking you to tell us if you have a disability or if you ever had a disability. Completing this form is voluntary, but we hope that you will choose to fill it out. If you are applying for a job, any answer you give will be kept private and will not be used against you in any way.

If you already work for us, your answer will not be used against you in any way. Because a person may become disabled at any time, we are required to ask all of our employees to update their information every five years. You may voluntarily self-identify as having a disability on this form without fear of any punishment because you did not identify as having a disability earlier.

**How do I know if I have a disability?**

You are considered to have a disability if you have a physical or mental impairment or medical condition that substantially limits a major life activity, or if you have a history or record of such an impairment or medical condition.

Disabilities include, but are not limited to:

- Blindness
- Deafness
- Cancer
- Diabetes
- Epilepsy
- Autism
- Cerebral palsy
- HIV/AIDS
- Schizophrenia
- Muscular dystrophy
- Bipolar disorder
- Major depression
- Multiple sclerosis (MS)
- Missing limbs or partially missing limbs
- Post-traumatic stress disorder (PTSD)
- Obsessive compulsive disorder
- Impairments requiring the use of a wheelchair
- Intellectual disability (previously called mental retardation)

**\* Please check one of the boxes below:**

- ☐ YES, I HAVE A DISABILITY (OR PREVIOUSLY HAD A DISABILITY)
- ☐ NO, I DON'T HAVE A DISABILITY
- ☐ I DON'T WISH TO ANSWER

(b) (6), (b) (7)(C)

Your Name

1/24/2015 6:24:51 PM

Date

**Reasonable Accommodation Notice**

Federal law requires employers to provide reasonable accommodation to qualified individuals with disabilities. Please tell us if you require a reasonable accommodation to apply for a job or to perform your job. Examples of reasonable accommodation include making a change to the application process or work procedures, providing documents in an alternate format, using a sign language interpreter, or using specialized equipment.

<sup>1</sup>Section 503 of the Rehabilitation Act of 1973, as amended. For more information about this form or the equal employment obligations of Federal contractors, visit the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) website at [www.dol.gov/ofccp](http://www.dol.gov/ofccp).

**PUBLIC BURDEN STATEMENT:** According to the Paperwork Reduction Act of 1995 no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. This survey should take about 5 minutes to complete.

By clicking "Submit" you affirm that the above information is accurate and true.

salesforce.com

- [Close Window](#)
- [Print This Page](#)
- [Expand All](#) | [Collapse All](#)

App-483301

**Application**

Candidate	(b) (6), (b) (7)(C)	Source - Primary	Our Web Site
ArtDoc Candidate Id		How did you hear about this job	Career Section
Requisition	Fulfillment Associate - Ruskin, FL - TPA1	Source - Other	
Requisition ID	(b) (6), (b) (7)(C)	Rehire Eligibility Audit	Not Specified
Headcount Request		More Than One Application?	✓
Workflow	Legacy Taleo Workflow	Shift Comments	
Application ID	(b) (6), (b) (7)(C)	Special Skills	
		AMZR Error Status	

**Application Status Information**

Step	Taleo Legacy Step	Candidate Withdraws Detail
Substep	Taleo Legacy Substep	Amazon Rejects Detail
My Job Status		Preferred Shift Code
Scheduling Group		Hire Start Date (b) (6), (b) (7)(C)

**Headcount Request Details**

HCR Phone Tool Title		HCR Department Code
HCR Hiring Manager Login		HCR Location Code
HCR Manager		HCR Location Description
HCR Day 1 Day		HCR Shift Code
HCR Finance Week Number	0	HCR Shift Description
HCR ALPS Code		HCR Shift Differential
HCR Hire End Date		HCR Orientation Session

**Headcount Request Numbers**

HCR Requested		HCR Matched
HCR Open	0	HCR Hired

**Performance Data**

Agency		Points	0.00
Hours	0.00	% to curve	0.00
Last Counsel		Overall Percentile	0.0
Perf Elig		Perf Pool	

**Background Check Information**

BGC Authorization1

BGC Disclosure Date

BGC Authorization 1  
Date

BGC Disclosure Accept

BGC Authorization2

Free Consumer Report  
Requested?BGC Authorization 2  
Date**eSignature Information**

eSignature

Application eSignature Date/Time 6/24/2014 5:00 PM

**System Information**

Created By Informatica User, 4/9/2015 3:01 AM

Last Modified By (b) (6), (b) (7)(C), 8/15/2015 6:39 PM

Active?

Owner Informatica User:14

Tagged ✓

Informatica Key 150002217CID001408924

Application Submitted

Language English

Most Recent Substep Change Date 4/9/2015

Agency Name

Most Recent Substep Change DateTime

Application Withdrawn

Timeslots Available?

**Legacy Taleo Information**

Taleo Step SubStep T1DH Interview : Candidate Withdraws

Taleo FCLM Area

Taleo Hire End Date

Taleo FCLM Job

Taleo Shift DF6-0730 : US FC Mon-Thur 10 hr 0730

Taleo Overall  
Assessment

Taleo Shift Comments

Taleo Overall  
Percentile 36.02

Taleo Shift Differential

Taleo AMP Eligibility YES

Taleo Orientation Date 1/28/2015

Taleo Pool C

Taleo Orientation  
SessionTaleo Application  
Creation Date

Taleo Hours Worked 414.48

Taleo Hiring Area Manager (b) (6), (b) (7)(C)@amazon.com - (b) (6), (b) (7)(C) - Area Manager

Taleo Submission Medium Online

Taleo Recruiter (b) (6), (b) (7)(C)

Taleo E signature IP 65.35.219.206

Taleo Scheduling  
Information

Taleo Department Extension :

Taleo Correspondence  
Information

DateSent1:25-JUN-14 12:00:39  
 PM-ToText1:(b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
 -Subject1:Your Amazon application for Fulfillment Associate - Ruskin, FL - TPA1 is complete!|DateSent2:25-JUN-14 06:40:41  
 PM-ToText2:(b) (6), (b) (7)(C) - Subject2:Important Next Steps for your Amazon Application|DateSent3:14-JUL-14 04:11:25  
 PM-ToText3:(b) (6), (b) (7)(C)

Subject3: We would like to speak with you about your Amazon application. [DateSent4: 22-JUL-14 12:35:18 PM-ToText4: (b) (6), (b) (7)(C)]  
 Subject4: ACTION REQUIRED - Appointment to Schedule [DateSent5: 30-JUL-14 01:25:42 PM-ToText5: (b) (6), (b) (7)(C)]  
 Subject5: Your application for Fulfillment Associate - Ruskin, FL - TPA1 with Amazon has been withdrawn.

Taleo App Interview  
Info(DE)

## Screenings

Screening Number	Record Type	Assessment Type	Results Received	Overall Score	Status	Status Date	Expired?	Expiration D
(b) (6), (b) (7)(C)								

## Responses

### Res-10739696

Question Text In order to meet our customers' needs, we may restrict vacation and other extended absences during our busiest time(s) of the year. Generally, vacation is restricted between November and end of December. Are you able to work during this entire time frame without taking time off?

Response (b) (6), (b) (7)(C)  
Score

### Res-10739697

Question Text Are you willing to submit to a pre-employment drug test?

Response (b) (6), (b) (7)(C)  
Score

### Res-10739698

Question Text Are you currently employed?

Response (b) (6), (b) (7)(C)  
Score

### Res-10739699

Question Text Are you able to read and understand English well enough to perform the job, including understanding verbal instructions from your supervisor?

Response (b) (6), (b) (7)(C)  
Score

### Res-10886895

Question Text Are you 18 years of age or older?

Response (b) (6), (b) (7)(C)  
Score

### Res-10886896

Question Text Do you have a High School Diploma, GED or equivalent?

Response (b) (6), (b) (7)(C)  
Score

**Res-10886897**

Question Text Please select one of the following. If more than one applies, please select the most recent.

Response (b) (6), (b) (7)(C)

Score

**Res-11317986**

Question Text Are you authorized to work in the U.S. without employer support or visa sponsorship?

Response (b) (6)

Score

**Res-11357900**

Question Text Are you available to work a flexible schedule, including overtime as needed and major U.S. holidays?

Response (b) (6)

Score

**Res-11416723**

Question Text Are you willing to submit to a pre-employment background check?

Response (b) (6)

Score

**Res-11510086**

Question Text Are you willing and able to frequently lift up to 49 pounds with or without reasonable accommodations?

Response (b) (6)

Score

**Res-11510087**

Question Text Are you willing to learn how to operate powered industrial equipment, including those which require extending 45 feet in the air?

Response (b) (6)

Score

**Res-11510088**

Amazon Fulfillment offers many shift options to suit a variety of schedules. Most Amazon Fulfillment Centers operate 24 hours a day, 7 days a week in order to deliver an excellent customer experience. All our shifts require availability on Saturdays and/or Sundays.

Please indicate which days of the week you are able and willing to work.

Response (b) (6), (b) (7)(C)

Score

**Application History**

7/18/2015 9:55 PM

User (b) (6), (b) (7)(C)

Action Changed Owner from Informatica User to Informatica User14.

4/9/2015 3:01 AM

User Informatica User

Action Changed Application ID to (b) (6), (b) (7)(C). Changed Translated Requisition Title to Fulfillment Associate - Ruskin, FL - TPA1. Created.



## How Experiences

[illegible]

# Exhibit B

Exhibit B, which consists of the Amazon Owner's Manual and Guide to Employment, is exempt from disclosure under the FOIA Exemption 4.

# **amazon<sup>®</sup>**

## **Owner's Manual And Guide to Employment**

# Exhibit C

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications:

None on file.

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 02/25/15 and 02/21/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/26/15 followed by another 5-5-5 on 04/14/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Curve 4/08/2015 5845 43.77 133.47 52.2 4/01/2016 7175 38.49 186.41 72.8 3/25/2015 2955 20.37 145.07 57.0 3/18/2016 3672 27.52 133.43 52.4

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - Final Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications.

Level	Count	Most Recent
First Written	1	2015 (b) (6), (b) (7)(C) 19:17:50 UTC

#### Details of Current Incident/Specific Concerns

Tatiana Hall, based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 03/27/15 and 04/01/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/26/15 followed by another 5-5-5 on 04/23/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Curve 4/22/2015 3204 23.06 138.94 64.4 4/16/2015 5801 36.71 152.57 60.0 4/06/2015 5854 43.77 133.74 52.2 4/01/2015 7175 38.49 186 41 72.9

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below, associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign, the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - Final Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications

Level	Count	Most Recent
First Written	1	2015-09-08 05:55:51 UTC

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C): based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5a on 02/08/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/12/15 and 02/12/15 followed by another 5-5-5 on 02/13/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Curve 2/25/15 3050 27.26 109.63 43.1 2/18/15 5275 40.00 131.87 49.1 2/11/15 3840 39.99 96.02 37.2 02/04/15 3886 40.24 96.57 36.8

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
 Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
 Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications

None on file.

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5s on 02/06/15 and 02/07/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/13/15 followed by another 5-5s on 03/29/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start/End Count Hours Worked UPH % to Curve 3/25/15 5149 38.87 133.15 52.5 3/18/2015 3310 28.89 114.57 45.2 3/11/2015 3005 23.69 125.26 49.4 3/04/2015 4889 39.94 122.41 47.6

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - Final Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications

Level	Count	Most Recent
First Written	1	2015-04-19 19:30:25 UTC

#### Details of Current Incident/Specific Concerns

(b) (6), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 04/24/2015 and 04/19/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/13/2015. You were then issued a Written Warning for your job performance on 04/12/2015. Since your written warning your individual contribution continues to be significantly lower than the standards set for your process path. For the period of 04/09/2015 – 04/15/15 your units per hour were 132 and the average units per hour for your process path were 201 which is 35% lower than the average. Your individual productivity continued to be below standards set for your process path which has prompted this final warning for performance.

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
 Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
 Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications.

None on file.

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted multiple 5-5-5s. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/20/15 followed by another 5-5-5 on 03/09/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. For the period of 3/11/15 to 3/18/15 your units per hour were 100.9 and the average units per process path were 141.7. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Productivity - Final Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications

Level	Count	Most Recent
First Written	1	2015 (b) (6), (b) (7)(C) 19:16:58 UTC

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted multiple 5-5-5s. There was no improvement in your performance so Training within Industry (TWI) was conducted on 2/20/15 followed by another 5-5-5 on 3/09/15. You were then issued a Written Warning for your job performance on (b) (6), (b) (7)(C) 15. Since your written warning your individual contribution continues to be significantly lower than the standards set for your process path. For the period of 3/25/15 - 4/1/15 your units per hour were 107.5 and the average units per hour for your process path were 153.99. Your individual productivity continued to be below standards set for your process path which has prompted this final warning for performance.

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
 Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
 Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

**Supportive Feedback Document**  
**Productivity - Termination**

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Summary**

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations.

**Communication History**

Below is a summary of your Productivity Communications.

Level	Count	Most Recent
Final Written	1	2015 (b) (6), (b) (7)(C) 13:02:55 UTC
First Written	1	2015 (b) (6), (b) (7)(C) 19:18:58 UTC

**Details of Current Incident/Specific Concerns**

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on multiple dates. TWIs were also offered to assist in your performance improvement. You were then issued a Written Warning for your job performance on (b) (6), (b) (7)(C) 15. Since your written warning your individual contribution continues to be significantly lower than the standards set for your process path, which led to a final written on (b) (6), (b) (7)(C) 15 and a second retrain. For the period of 4/8/15-4/15/15, your units per hour were 81, at 59.7% percent to curve. Due to not meeting performance expectations, your employment will be terminated at this time.

**Areas of Improvement Required by Associate****Associate Comments**

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Acknowledged by associate on Aug 20, 2015 7:46:04 AM - Delivered by McNamara, Peter J. (mcnamara)

## Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 7:46:04 AM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	1	(b) (6), (b) (7)(C) 2015 8:18:02 AM

### Details of Current Incident/Specific Concerns

Based on your current behaviors, you have continually not met the expectations for the team goals. You have not followed Standard Work TWI that has been set for your respective process path. Your leadership team has actively engaged and coached you on ways to correct your behavioral opportunities on daily and weekly basis. The leadership team conducted 5-5-5s on 4/13, 6/4, 6/7, 6/13, 6/14, 7/5, and 8/7 to help remove barriers for you. Training Within Industry (TWI) was conducted on 5/3 to assist even further in your development. You are not performing your function in accordance with the expectation of Standard Work TWI and have continued to be below standards set for your process path which has prompted this behavioral written warning.

### Areas of Improvement Required by Associate

Meeting Standard Work TWI is a critical component of your job. This warning provides specific details about your contribution to team goal and how you are not meeting expectations. It is important for you to understand that the responsibility for following Standard Work TWI for your set process path and your overall success rests with you. Immediate improvement is expected to correct these opportunities. A copy of this warning will be placed in your personnel file (Adapt). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to help you improve. If you do not meet and maintain Standard Work TWI and sustain improved behavior, you will be subject to further corrective action up to and including termination of employment.

### Associate Comments

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Behavioral - Final Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Behavioral Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Behavioral Communications

Level	Count	Most Recent
Coach	1	2015 (b) (6), (b) (7)(C) 12:10:02 UTC

#### Details of Current Incident/Specific Concerns

To meet our performance expectations, we require that you are productive during your scheduled shift. Excessive unproductive time will cause you to fail to meet our performance expectations and may affect your team's morale and performance. You should focus all attention during your scheduled shifts to the task at hand and minimize unproductive time. Further incidents of unproductive time may lead to further discipline, up to and including termination of employment. On (b) (6), (b) (7)(C) 15, the Receive AM approached you with a seek-to-understand conversation concerning 93:08 minutes of time off task where there was no activity recorded during this time. You stated there were no barriers present. The Receive AM re-communicated Amazon's policy of staying on task and the impact time off task has towards daily team goals. Going forward, the expectation is to remain on task, capturing fast-start scans and contributing to daily team goals.

#### Areas of Improvement Required by Associate

As detailed above, you have failed to meet expectations. Amazon expects associates to meet behavioral standards, and to conduct themselves with professionalism and integrity. You are required to be productive during your scheduled shift and to stay on-task in your assigned function. Excessive unproductive time will cause you to fail to meet our performance expectations and may affect your team's morale and performance. In addition, you are required to follow Amazon's break policy and ensure your breaks do not exceed 15 minutes. You should focus all attention during your scheduled shifts to the task at hand and minimize unproductive time. Further incidents of time off task, excessive breaks or unproductive time may lead to further discipline, up to and including termination.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_  
Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_  
Date: \_\_\_\_\_

Acknowledged by associate on Sep 3, 2015 1:02:34 PM - Delivered by McNamara, Peter J. (mcnamara)

## Supportive Feedback Document Job Performance - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 1:02:34 PM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Productivity communications

Level	Count	Most Recent
Verbal Coaching	1	(b) (6), (b) (7)(C) 2015 11:58:22 AM
First Written	1	(b) (6), (b) (7)(C) 2015 12:26:48 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 4/13, 6/4, 6/7, 6/13, 6/14, 7/5, 8/7. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 5/3 followed by another 5-5-5 on 6/4. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (Adapt). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

### Associate Comments

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 10:18:05 AM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 10:18:05 AM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	3	(b) (6), (b) (7)(C) 2015 5:37:06 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 07/08/2015 and 07/09/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+ 5-5-5s, with the most recent being on 08/26/2015. Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

### Associate Comments

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 5:25:30 PM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 5:25:30 PM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	3	(b) (6), (b) (7)(C), 2015 5:37:06 PM
First Written	1	(b) (6), (b) (7)(C), 2015 2:44:37 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/02/2015 and 09/01/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+ 5-5-5s, with the most recent being on 09/02/2015. You were issued a 1st written warning on (b) (6). Your individual productivity continued to be bellow standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015\*08-26 5707 38.73 147.35 58.7 58.7 N 2015-08-19 5956 38.86 153.27 55.2 55.2 N 2015-08-12 6468 36.95 175.05 64.7 64.7 N 2015-08-05 6569 37.53 175.03 64.6 64.6 N 2015-07-29 6983 37.08 188.32 73.6 73.6 N 2015-07-22 5114 29.81 171.55 66.5 66.5 N

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 10:16:40 AM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 10:16:40 AM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	1	(b) (6), (b) (7)(C) 2015 8:54:02 AM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 6/15/15 and 6/16/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 7/13/2015 and 8/15/2015. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

### Associate Comments

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 1:26:30 PM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 1:26:30 PM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Verbal Coaching	2	(b) (6), (b) (7)(C) 2015 6:41:21 AM
First Written	1	(b) (6), (b) (7)(C) 2015 8:39:26 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 6/15/15 and 6/16/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 7/13/2015 and 8/15/2015. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

### Associate Comments

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications

None on file.

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) Based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance through 5-5-5s (4/18, 4/17, and 4/10). There was not consistent improvement in your performance so Training Within Industry (TWI) was conducted on 4/30/15 a 5-5-5 was performed after this on 5/1. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. The expected performance measure in Pack Singles is a takt time of 28 seconds (blended). In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

(b) (6), (b) (7)(C)

## Supportive Feedback Document

### Job Performance - First Written

amazon.com

Associate Name:

(b) (6), (b) (7)(C)

Manager:

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

#### Summary

Your recent job performance is not meeting Productivity Expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

#### Communication History

Below is a summary of your Productivity Communications.

None on file.

#### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5s on 02/06/15 and 02/07/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 02/13/15 followed by another 5-5s on 03/29/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Curve 3/25/15 5176 38.49 134.48 52.7 3/18/2015 2980 20.30 146.80 57.6 3/11/2015 3104 35.82 84.30 33.3 3/04/2015 4120 36.46 104.41 41.1

#### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

#### Associate Comments

By signing below associate acknowledges receipt of document only. Signature does not indicate agreement. If the associate refuses to sign the manager will write "refused to sign" on the associate signature line. Failure to improve may result in further corrective action (e.g. warnings, suspensions, etc) up to and including termination of employment.

Associate Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Acknowledged by associate on (b) (6), (b) (7)(C), 2015 5:53:49 PM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 5:53:49 PM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	1	(b) (6), (b) (7)(C) 2015 11:51:34 PM
Verbal Coaching	1	(b) (6), (b) (7)(C) 2015 8:06:03 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/02/2015 and 09/01/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 09/01/2015 followed followed by a total of 50+ 5-5-5s, with the most recent being on 09/02/2015. You were issued a 1st written warning on (b) (6), (b) (7)(C). Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015-08-26 4380 28.91 151.50 55.2 55.2 N 2015-08-19 2699 15.55 173.57 61.2 61.2 N 2015-08-12 4871 26.25 185.56 70.0 70.0 N 2015-08-05 3519 16.55 212.63 79.0 79.0 N 2015-07-29 7177 38.52 196.52 75.7 75.7 N 2015-07-22 4693 23.33 201.16 81.3 81.3 N

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 5:08:28 PM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Behavioral - First Written

(b) (6), (b) (7)(C)

amazon.com

Associate Name: (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 5:08:28 PM

### Summary

Your recent job performance is not meeting Behavioral expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Behavioral communications

Level	Count	Most Recent
Documented Coaching	2	(b) (6), (b) (7)(C) 2015 5:47:25 PM
First Written	1	(b) (6), (b) (7)(C) 2015 6:53:58 AM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C), based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 09/01/2015 and 08/30/2015. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 04/28/2015 followed followed by a total of 50+ 5-5-5s, with the most recent being on 09/01/2015. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance. Period Start Unit Count Hours Worked UPH % to Goal % to Curve Exempted 2015-08-26 6725 42.06 159.89 62.3 62.3 N 2015-08-19 2697 14.84 181.74 65.1 65.1 N 2015-08-12 1921 10.00 192.10 84.0 84.0 N 2015-08-05 5828 27.08 215.21 86.7 86.7 N 2015-07-29 8194 37.86 216.43 76.3 76.3 N 2015-07-22 1880 11.86 158.52 57.9 57.9 N

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

# Exhibit D

## Date Range

☐ Day 2015-09-17 ▼  
☒ Week 2015-05-13 ▼  
☐ Month 2015-09-02 ▼  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement Level ▼ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
714	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	-	2015-05-13	0.0	3477.0	40.3	86.3	55.6	65.4	N/A	6/6	5.9	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 758 total entries)

## Date Range

☐ Day 2015-09-17 ▼  
☒ Week 2015-05-20 ▼  
☐ Month 2015-09-02 ▼  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement Level ▼ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
733	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	-	2015-05-25	0.0	3161.0	29.3	107.8	61.7	64.3	N/A	6/6	4.3	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 765 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-05-27  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement

Level

Trend Eligible

[Copy to Clipboard](#) [Save as Excel](#)

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	718	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-01-06	0.0	3055.0	201.0	132.9	68.0	68.0	N/A	6/6	11.0	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 806 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-06-03  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement

Level

Trend Eligible

[Copy to Clipboard](#) [Save as Excel](#)

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	784	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-01-06	0.0	5178.0	40.6	127.6	65.0	65.0	N/A	6/6	5.2	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 826 total entries)

## Date Range

☐ Day 2015-09-17 ▼☒ Week 2015-06-10 ▼☐ Month 2015-09-02 ▼☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement

Level ▼

Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
798	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DFG-0730	Amazonian	-	2015-06-10	0.0	2549.0	20.6	122.3	63.0	63.0	N/A	6/6	5.1	Coach

Showing 1 to 1 of 1 entries (filtered from 840 total entries)

## Date Range

☐ Day 2015-09-17 ▼☒ Week 2015-06-17 ▼☐ Month 2015-09-02 ▼☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement

Level ▼

Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
900	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DFG-0730	Amazonian	-	2015-06-17	0.0	2463.0	30.7	80.4	50.5	54.2	N/A	6/6	1.5	Coach

Showing 1 to 1 of 1 entries (filtered from 921 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-06-24  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement☐ Level☐ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
929	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		2015-06-01	0.0	2804.0	31.7	89.4	52.2	54.1	N/A	6/6	1.5	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 942 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-07-01  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1)☐ Bottom 5% (LC1)☐ Supportive Coaching☐ Positive Reinforcement☐ Level☐ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
929	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		2015-06-01	0.0	2804.0	31.7	89.4	52.2	54.1	N/A	6/6	1.5	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 942 total entries)

## Date Range

☐ Day 2015-09-17  
☐ Week 2015-07-08  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement ☐ Level Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
1015	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		2015-09-02	0.0	2574.0	26.8	95.9	58.0	59.8	N/A	6/6	4.8	Coach

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
---	----------	---------	-------	------	--------	------------	--------	-------	-------	-----	-----------	------------	--------------	-------------	------------	------------------

Showing 1 to 1 of 1 entries (filtered from 1,065 total entries)

## Date Range

☐ Day 2015-09-17  
☐ Week 2015-07-15  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement ☐ Level Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
950	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		2015-09-02	0.0	4955.0	42.2	117.4	67.0	67.0	N/A	6/6	4.3	Coach

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
---	----------	---------	-------	------	--------	------------	--------	-------	-------	-----	-----------	------------	--------------	-------------	------------	------------------

Showing 1 to 1 of 1 entries (filtered from 992 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-07-22  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement  Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
950	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		(b) (6), (b) (7)(C)	0.0	2386.0	21.2	112.4	65.0	65.0	N/A	6/6	3.2	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 1,001 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-07-29  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement  Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
950	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian		(b) (6), (b) (7)(C)	0.0	3854.0	33.1	116.3	67.0	67.0	N/A	6/6	1.9	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 967 total entries)

## Date Range

☐ Day 2015-09-17 ▼☐ Week 2015-08-05 ▼☐ Month 2015-09-02 ▼☐ Custom 00 ▼ :00:00 - 00 ▼ :59:59

## Emp Types

Amazonian ▲  
Temporary ▼

## Processes

Case Transfer In ▲  
Chuting ▼  
Each Transfer In ▲  
Each-Receive ▼

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement Level ▼ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	878	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-09-02	0.0	5182.0	40.0	129.6	74.0	74.0	N/A	5/6	6.2	Coach ▼
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 935 total entries)

## Date Range

☐ Day 2015-09-17 ▼☐ Week 2015-08-12 ▼☐ Month 2015-09-02 ▼☐ Custom 00 ▼ :00:00 - 00 ▼ :59:59

## Emp Types

Amazonian ▲  
Temporary ▼

## Processes

Case Transfer In ▲  
Chuting ▼  
Each Transfer In ▲  
Each-Receive ▼

## Hrs Limit

&gt;=5 ▼

View

## Rank By

Curve ▼

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement Level ▼ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	798	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-09-02	0.0	5137.0	36.4	141.0	81.0	81.0	N/A	6/6	10.9	Coach ▼
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 926 total entries)

## Date Range

☐ Day 2015-09-17☒ Week 2015-08-19☐ Month 2015-09-02☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement ☐ Level ☐ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	838	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-09-02	0.0	4043.0	31.3	129.3	74.9	74.0	N/A	6/6	9.0	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 920 total entries)

## Date Range

☐ Day 2015-09-17☒ Week 2015-08-26☐ Month 2015-09-02☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

&gt;=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement ☐ Level ☐ Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	848	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2015-09-02	0.0	4726.0	33.7	140.2	81.0	81.0	N/A	6/6	17.1	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 1,022 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-09-02  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement  Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	983	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2014 (b) (6), (b) (7)(C)	0.0	4810.0	32.3	149.8	86.0	86.0	N/A	6/6	20.9	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 1,242 total entries)

## Date Range

☐ Day 2015-09-17  
☒ Week 2015-09-09  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

## Emp Types

Amazonian  
Temporary

## Processes

Case Transfer In  
Chuting  
Each Transfer In  
Each-Receive

## Hrs Limit

>=5

View

## Rank By

Curve

☒ Bottom 5% (Not LC1) ☐ Bottom 5% (LC1) ☐ Supportive Coaching ☐ Positive Reinforcement  Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	1154	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-0730	Amazonian	2014 (b) (6), (b) (7)(C)	0.0	5092.0	37.9	132.7	76.0	76.0	N/A	6/6	6.1	Coach
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 1,239 total entries)

Date Range

☐ Day 2015-09-17  
☒ Week 2015-09-16  
☐ Month 2015-09-02  
☐ Custom 00 :00:00 - 00 :59:59

Emp Types

☒ Amazonian  
☐ Temporary

Processes

☒ Case Transfer In  
☐ Chuting  
☐ Each Transfer In  
☐ Each-Receive

Hrs Limit

>=5

View

Rank By

Curve

☒ Bottom 5% (Not LC1)

☐ Bottom 5% (LC1)

☐ Supportive Coaching

☐ Positive Reinforcement

Level

Trend Eligible

Copy to Clipboard Save as Excel

Search: (b) (6), (b) (7)(C)

#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action
+	585	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	DF6-073C	Amazonian	2015-09-02	0.0	2336.0	17.0	137.4	79.0	79.0	N/A	6/6	11.0	Couch
#	Employee	Manager	Shift	Type	Agency	Start Date	Points	Units	Hours	UPH	% to Goal	% to Curve	Last Counsel	Weeks Below	Percentile	Suggested Action

Showing 1 to 1 of 1 entries (filtered from 656 total entries)

# Exhibit E

Acknowledged by associate on (b) (6), (b) (7)(C) 2015 3:56:58 PM - Delivered by (b) (6), (b) (7)(C)

## Supportive Feedback Document Job Performance - First Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 3:56:58 PM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Productivity communications

Level	Count	Most Recent
-------	-------	-------------

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted multiple 5-5-5's. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 07/08/15. Your individual productivity continued to be below standards set for your process path which has prompted this written warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file. We will provide you with additional coaching and support in the coming week. You are responsible for notifying your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment.

### Associate Comments

---

**Associate Signature:** Acknowledged by (b) (6), (b) (7)(C) (BadgeID:  
(b) (6), (b) (7)(C))

**Date:** (b) (6), (b) (7)(C) 2015 3:56:58 PM

**Manager Signature:** Acknowledged by (b) (6), (b) (7)(C) (BadgeID:  
(b) (6), (b) (7)(C))

**Date:** (b) (6), (b) (7)(C) 2015 3:56:58 PM

# Exhibit F

Refused to sign by associate on Aug 23, 2015 9:32:53 AM - Delivered by Young, Joseph (josepy)

## Supportive Feedback Document Job Performance - Final Written

amazon.com

Associate Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
Manager Name: (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
Created On: (b) (6), (b) (7)(C) 2015 9:32:53 AM

(b) (6), (b) (7)(C)

### Summary

Your recent job performance is not meeting Productivity expectations. Meeting performance standards is a critical component of your job. This document provides specific details about your performance and how you are not meeting expectations. In addition, this document describes the steps you and your manager will take to assist you in improving your performance. As a part of this conversation we are interested in understanding what barriers you think need to be removed, or what improvements can be made which would potentially assist you in improving your performance.

### Communication History

Below is a summary of your Productivity communications

Level	Count	Most Recent
First Written	1	(b) (6), (b) (7)(C) 2015 1:59:57 PM

### Details of Current Incident/Specific Concerns

(b) (6), (b) (7)(C) based on your current performance, you have continually not met the expectations for the team goals. Your individual contribution has been significantly lower than the standards set for your process path. Your leadership team has actively engaged and coached you on ways to increase your individual performance. The leadership team conducted 5-5-5s on 05/15/15 and 06/15/15. There was no improvement in your performance so Training Within Industry (TWI) was conducted on 07/08/15 followed by another 5-5-5 on 07/31/15 and 08/03/15. You were then issued a Written Warning for your job performance on (b) (6), (b) (7)(C)/15. Since your written warning your individual contribution continues to be significantly lower than the standards set for you process path. For the period of 07/29/15 & 08/05/15 your units per hour were 116.3 and the average units per hour for your process path were 161.1. Your individual productivity continued to be bellow standards set for your process path which has prompted this final warning for performance.

### Areas of Improvement Required by Associate

Meeting performance standards is a critical component of your job. This warning provides specific details about your performance and how you are not meeting expectations. It is important for you to understand that the responsibility for bringing your performance up to an acceptable level rests with you. In the future, you must improve your contribution to your group and building performance. Immediate improvement is expected. A copy of this warning will be placed in your personnel file (MyDocs). We will provide you with additional coaching and support in the coming week. You are responsible for notifying

your manager or Learning if you believe additional coaching is needed in order to improve your performance. If you do not meet and maintain your performance expectations and sustain improved performance, you will be subject to further corrective action up to and including termination of employment

## Associate Comments

---

**Associate Signature:** (b) (6), (b) (7)(C) REFUSED TO SIGN

**Date:** (b) (6), (b) (7)(C) 2015 9:32:53 AM

**Manager Signature:** Acknowledged by (b) (6), (b) (7)(C) (BadgeID: (b) (6), (b) (7)(C))

**Date:** (b) (6), (b) (7)(C) 2015 9:32:53 AM

# Exhibit G



## PUNISHED FOR SUPPORTING A UNION

MOST WORKING PEOPLE have the legal right to join or support a union and to engage in collective bargaining. The National Labor Relations Board (NLRB) now requires most employers to post a notice (<https://www.nlr.gov/poster>) advising employees of their rights under the National Labor Relations Act (NLRA) (<https://www.nlr.gov/rights-we-protect>). Under the NLRA, workers have the right to:

- Attend meetings to discuss joining a union.
- Read, distribute and discuss union literature (as long as you do this in non-work areas during non-work times, such as breaks or lunch hours).
- Wear union buttons, T-shirts, stickers, hats or other items on the job at most worksites.
- Sign a card asking your employer to recognize and bargain with the union.
- Sign petitions or file grievances related to wages, hours, working conditions and other job issues.
- Ask other employees to support the union, to sign union cards or petitions or to file grievances.

Here's what an employer legally cannot do under the NLRA:

- Threaten employees with loss of jobs or benefits if they join or vote for a union or engage in protected concerted activity.
- Threaten to close the plant if employees select a union to represent them.
- Question employees about their union sympathies or activities in circumstances that tend to interfere with, restrain or coerce employees in the exercise of their rights under the act.

- Promise benefits to employees to discourage their union support.
- Transfer, lay off, terminate or assign employees more difficult work tasks because they engaged in union or protected concerted activity.

Employers routinely mount workplace wars to stop workers from forming unions, legally and illegally.

If you think your employer has violated your right to a voice on the job, you can get help filing charges (<https://www.nlr.gov/forms>) with the NLRB from your union, if you belong to one, or from the union you are trying to join. Charges must be filed within six months of the alleged illegal conduct. The NLRB can order your employer to stop interfering with employee rights and to provide back pay or reverse any action against workers for their union activity.

### Check It Out

- Employee Rights, National Labor Relations Board (<https://www.nlr.gov/rights-we-protect/employee-rights>)
- America Rights at Work ([www.americanrightsatwork.org/](http://www.americanrightsatwork.org/))
- Your Rights/Forming a Union, by the IUOE ([www.iuoe.org/WhyJoinIUOE/YourRightsFormingaUnion/tabid/88/Default.aspx](http://www.iuoe.org/WhyJoinIUOE/YourRightsFormingaUnion/tabid/88/Default.aspx))

National Labor Relations Board

Search

Search Tools

Tampa Branch Phone Number: (813) 228-2641

[Home](#) [Rights We Protect](#) [What We Do](#) [Who We Are](#) [Cases & Decisions](#) [News & Outreach](#) [Reports & Guidance](#)[Home](#)[Sign up for NLRB Updates](#)

## What We Do

The National Labor Relations Board is an independent federal agency vested with the power to safeguard employees' rights to organize and to determine whether to have unions as their bargaining representative. The agency also acts to prevent and remedy unfair labor practices committed by private sector employers and unions.

### Conduct Elections

The National Labor Relations Act provides the legal framework for private-sector employees to organize bargaining units in their workplace, or to dissolve their labor unions through a decertification election.

### Investigate Charges

Employees, union representatives and employers who believe that their rights under the National Labor Relations Act have been violated may file charges alleging unfair labor practices at their nearest NLRB regional office.

### Facilitate settlements

When a charge is determined to have merit, the NLRB encourages parties to resolve cases by settlement rather than litigation whenever possible.

### Decide Cases

On the adjudicative side of the NLRB are 40 Administrative Law Judges and a Board whose five members are appointed by the President and confirmed by the Senate.

### Enforce Orders

The majority of parties voluntarily comply with orders of the Board. When they do not, the Agency's General Counsel must seek enforcement in the U.S. Courts of Appeals. Parties to cases also may seek review of unfavorable decisions in the federal courts.

### Resources

[Download the Mobile App](#)[The NLRB Process](#)[Recent Filings](#)[E-File Documents](#)[E-File Charge / Petition](#)[Fact Sheets](#)[Graphs & Data](#)[FAQs](#)[Site Feedback](#)[Forms](#)[National Labor Relations Act \(NLRA\)](#)[Related Agencies](#)[SHARE](#)



Action Center  
Press Room

Join Working America

| En Español

GET  
INVOLVED

LEARN  
ABOUT  
UNIONS

ISSUES

LEGISLATION  
& POLITICS

CORPORATE  
WATCH

ABOUT  
AFL-CIO

AFL-CIO  
NOW  
BLOG

## WHAT UNIONS DO

Home > Learn About Unions  
What Unions Do

> The Union Difference

## THE UNION DIFFERENCE

## The Union Difference

Share 389 Facebook 389

## OUR VALUES @WORK

## HOW TO JOIN OR FORM A UNION

## COLLECTIVE BARGAINING

## TRAINING AND APPRENTICESHIPS

## GLOBAL LABOR MOVEMENT

## FAITH AND LABOR

## MEMBER BENEFITS

The Union Difference

Union members earn better wages and benefits than workers who aren't union members. On average, union workers' wages are 27 percent higher than their nonunion counterparts.

Unionized workers are 60 percent more likely to have employer-provided pensions.

More than 79 percent of union workers have jobs that provide health insurance benefits, but less than half of nonunion workers do. Unions help employers create a more stable, productive workforce—where workers have a say in improving their jobs.

Unions help bring workers out of poverty and into the middle class. In fact, in states where workers don't have union rights, workers' incomes are lower.

# Exhibit H

# AFE Pack 9/15/15

	Pack Goals	Pack
Q1	14960	15748
Q2		
Q3		
Q4		
Total	14960	15748

## Pack-Chuting

## Quarter 1

Name
(b) (6), (b) (7)(C)

### Total Units Packed

559
513
464
458
454
450
437
422
420
415
414
405
404
395
388
385
358
357
357
348
346
331
329
323
318
310
306
303
281
280

(b) (6), (b) (7)(C)
---------------------

277
257
252
249
248
227
207
206
201
188
175
166
164
151
131
120
102
83
68
54
40



UNITED STATES GOVERNMENT  
NATIONAL LABOR RELATIONS BOARD

REGION 12  
201 E Kennedy Blvd Ste 530  
Tampa, FL 33602-5824

Agency Website: [www.nlrb.gov](http://www.nlrb.gov)  
Telephone: (813)228-2641  
Fax: (813)228-2874

November 17, 2015

Joseph C. Ragaglia, Esq.  
Morgan, Lewis & Bockius LLP  
1701 Market Street  
Philadelphia, PA 19103-2921

Kirsten B. White, Esq.  
Morgan, Lewis & Bockius, LLP  
1111 Pennsylvania Avenue, NW  
Washington, DC 20004-2541

Re: Amazon.com, Inc.  
Case 12-CA-158649

Dear Mr. Ragaglia and Ms. White:

This is to advise you that I have approved the withdrawal of the charge in the above matter.

Very truly yours,

A handwritten signature in black ink that reads "Margaret J. Diaz IAF". The signature is written in a cursive, flowing style.

Margaret J. Diaz  
Regional Director

cc: (b) (6), (b) (7)(C)  
Amazon Fulfillment Engine  
4036 Paddlewheel Dr  
Brandon, FL 33511-7992

Brian Owens, Plant Manager  
Amazon.com, Inc.  
3350 Laurel Ridge Ave  
Ruskin, FL 33570-5526